Annals of the WANAMAKER SYSTEM

Its Origin, its Principles, its Methods, and its Development in this & other Cities



JOHN WANAMAKER
PHILADELPHIA
NEW YORK & PARIS

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PHILADELPHIA

TURN back the pages of the years to the third of April, 1861—and the writer was making the contract for the building far down Market Street in which this firm founded its business, a historic site on which Washington had once had his home.

That eventful war year of 1861, the first of our years in the ready-made clothing business, resulted in sales of $24,000—which seemed a large sum to the two boys who did most of the work and were assisted by two men and an errand boy. It was heavy ploughing early and late for a long time. Good health and the pluck, patience and unconquerableness that come to the country-born were the largest part of the capital in those early days.

Had we inherited a business or been able to command the assistance of rich friends we might have had easier times, but never could have had the schooling that cut the backlog of this business. In those days the customs of business started the work at 6.30 A. M. and kept on until 7 and 7.30 P. M., except Saturday nights, when stores closed from 10 to 11.30. At that time, 1861, there was no settled selling

price for goods—there was an asking price, and the most persistent haggler bought his goods far below the unwary.

Seldom was cash paid for wages to the workpeople making clothing. The general rule was fortnightly settlements in grocery, coal and other orders, on which the manufacturer had a percentage.

Some head-splitting thinking was done by those young bidders for mercantile honors and profits in those days when sales were small and profits were smaller.

About the only things of which there were plenty were—Ideas and Plans.

Very boldly we swam out and made for four good landings—

First. For cash payments to workpeople on completion of the work on the spot.

Second. Shorter business days.

Third. Not two prices—one price and only one.

Fourth. Taking back anything sold and returning the money.

The first of these pioneering reforms began at the outstart of the business; the second in 1862 or 1863; the third and fourth in 1865.

Short hours did not, however, apply to members of the firm, who often worked all

night long, and in six years saw their business take the lead in the clothing trade of the city. Then its premises began to expand, and by 1871, ten years from the founding of the firm, it was foremost in the retail clothing trade of the United States.

A Fortunate Impossibility

THE impossibility of purchasing the adjoining property to enlarge the business, except at an extortionate price, led to the fortunate purchase, in 1874, from Colonel Thomas A. Scott, of the abandoned freight station of the Pennsylvania Railroad, at Thirteenth and Market Streets, then extremely far from the center of business. The railroad sheds covered the lot from Juniper to Thirteenth and from Market to Kelly Street. The old mansion of the Willing family was at Juniper and Chestnut, and the Fotterall mansion at Thirteenth and Chestnut, and nearly a dozen dwelling houses were between the corners. One by one these old houses, or the lower floors, were being altered into shops.

One of the houses, 1321 Chestnut, belonging to a famous and most worthy colored man, was purchased and demolished almost in a

night for an entrance from Chestnut Street to the old railroad depot which, in the Spring of 1876, was opened as a business place. This marks the date of a new era in the business methods of the city, and many persons assert throughout the United States.

The nearly forty years of business history have stood up certain facts that are making their own speech, and neither vanity nor exaggeration shall mar. Entering upon business with the usual selfish ambitions, away back in a boy's years, there was also formed a purpose to bend every energy to raise the standards of business, to the end that business dealing might be more agreeable and safe, and that the rising generations might come into systems tolerably free from practices that had gradually lowered mercantile character. The advertising columns of the newspapers of the time when the store actually started upon its enlarged career will give some idea of the storm of opposition the new venture met with. The writer fully believed then, as he does now, that a storekeeper has as much right to choose his own undertakings and enlarge them as a farmer has the right to choose what he will plant or how many acres he will add to his old farm, or as a mill owner the number of looms or size of the boilers and engine he will put in his works.

It was said the store would break up the other stores, and yet every one of the old large stores still exists, and is doubled or quadrupled, while hundreds if not thousands of new stores have been planted since this store began. The writer always believed two things—

First. That the prosperity of this business would assist the general prosperity of business in the city.

Second. That the million of people who were not storekeepers had some rights to be considered in the advantages of better stocks to select from, lower prices brought about by certain economies, and a much more generous service than was customary in old times.

These two fundamental beliefs have been proven to be correct.

Cardinal Principles



S an expansionist this store sailed out in 1877 into the open sea and began its battle. It nailed up a flag with the stars of its early experiences and the stripes of new colors in business practices for the retailing of Dry Goods:

First. That a store should not be a trap to catch something from each who enters it.

Second. That advertising must say exactly what the store is and what it does.

Third. That all the goods sold are wanted back again if the buyer is not pleased to retain them.

Fourth. Fair prices for everything to everybody alike, without hidden reservations or concessions.

Fifth. That justice and honor require the exclusion of baits or even trifling deceptions; the customers whose confidence is invited and given are entitled to have their confidence respected and protected at every point.

Sixth. That patient and persistent training must be given to all the employes, to undo the education in the old long-time prevailing method to grow a new crop of business men and women to administer a new, broader, more enlightened and equitable system.

Old-time merchants smiled at us and our best friends doubted, but thousands who liked fair play stood by, at least hoping for success for the new undertaking.

Slow Growth is Best

LARGE things that are good for anything grow slowly. "Soon ripe, soon rot," is a true proverb. We were content to wait and work, lose and learn, and to everlastingly keep on following the star we discovered. To follow some other leader or business establishment was impossible, for there was no business known to us in the world that presented the conditions that met the views we held of what was in all respects just, generous, and a proper balance between buyer and seller—at this stage of the advancing Twentieth Century civilization.

The story of the store's movements and growth would be too long. It takes a long time for even intimate friends to understand each other. Very slowly the system of the store works out. If our people could have put it on, as they put on their shoes, and walked in it—from the first—if we were not all so human, so very human, and given to carelessness and mistakes, the store would have been twice as successful and the building twice too small for the people seeking to be served.

Gradually we acquired all the property on our Chestnut Street front and constructed this

queer old patch-work building that has a three-fold charm about it—utility, great strength and incomparable economy. For a business building, barring its outside ugliness, it is perfect on the side of the small cost that has to be charged upon the goods for expenses.

Historic Ground

FROM the days of Penn this neighborhood has been a historic spot. Where the Public Buildings now stand there was the first city race course, and the first structure at this point was the pumping station of the City Water Works. In 1785 the State Arsenal was built on a lot from Juniper to Thirteenth, above Chestnut, about where the Linens and Millinery now reign. In this high brick-walled building much of the powder was stored that won the battle of New Orleans in the War of 1812. This building was sold in 1853 by Act of the General Assembly for Thirty Thousand Dollars! Some difference in the value of real estate then and now! The first High School building in this city, a three-story plain brick edifice, fronted where the Optical and Photographic

section now stands. From its observatory, Kendall, the celebrated astronomer, did much of his work, and this institution came to great renown from the discovery of Encke's Comet.

From 1853 to 1874 the Pennsylvania Railroad owned the property, and it was the center of great activity in sheltering troops and supplies in the Civil War. In 1874 the great Fair of the Franklin Institute was held in the building, cradling and mothering the Centennial Exposition, followed by the short-lived Permanent Exposition in the Park, of which we became residuary legatees by this Popular Exposition that for twenty-three years has continued here. This old spot, it will be seen, with its numerous historical reminiscences, connects us with an honorable pedigree. Oldmixon in his volume of reminiscences, says that Penn himself told him that he intended Center Square for a State House, a market house and a meeting house. So far back as 1698, "Fayrs" were held in Center Square, in the months of May and August.

The State House approaching completion will be finished between the years 2000 and 2005, and this old store stands at least for the suggestion of William Penn's proposed market place.

In 1781 Count Rochambeau with 6,000 French troops camped here on the way to

Yorktown and the fagots for their camp-fires were gathered from the woodland site of this store.

After General Wayne's expedition to the Indians he camped on Center Square, and for many years it was the city camping ground, used by the militia for drills and parades. By an Act of City Councils in 1829 the name of the square was changed to Penn Square, and Center Square and Penn Square and the old parade ground for Philadelphia citizens was inherited by "Wanamaker's."

The Store a Pioneer



N this spot the use of electric light for stores was first introduced in the United States. Here also the pneumatic tubes originated as Mercantile Cash Carriers, and were experimented with until successful. Here commercial classes, consisting of hundreds of members, have for many years been in operation training youth for business, constituting the store a university of business with a daily practical opportunity to practice what is being taught. The system of conducting the business has

continually improved, creating possibilities of better things to be attained. It must be apparent to observers that there is something in this business different from the mere dollar-and-cent profit-making.

The outreach of the organization is to almost every country on the globe, bringing to the consumer's hand, without undue charges, the best that the best manufacturers can do. It is an undisputed fact among all business people that in the United States no other such retail stock of merchandise exists in volume, value or assortment as this firm provides for its patrons.

The united business of our New York and Philadelphia stores forms an immense purchasing power. The best manufacturers in America and abroad affirm that our long relations with them and the largeness of our transactions place us first in getting choice of supplies and upon the very best terms.

Our own organization in Paris, attending to our own foreign business, is exactly what only long experience can create.

While we make no effort for sales outside of the cities by travelers or agents and only print the news of the store in a few newspapers outside of Philadelphia, the people for hundreds of miles around the city appreciate the advantages manifest in a business conducted

upon a system under control of principles that are uniformly adhered to. It is one thing to say a thing and another to do it, and the people well know how things are done here. The past year, ending with the 1st of February, gives good evidence of this fact. It was, we are thankful to say, far away ahead of all our former business years.

Not Luck

IT is not luck. Nor have we any business not equally open to all business people in city or country that choose to engage in it. It is simply and alone the working out of certain fixed business principles for which we have created an organization and system that are essentially our own, and which we believe to be largely to the advantage of all who do business for us or with us.

It is certainly something to Philadelphia to have within its borders the most extensive and unique mercantile establishment of the known world.

These seem to be great things to say, but it is because the things are great that they justify what is said.

The Inner Life of the Store

"What is it but a map of busy life,
Its fluctuations and its vast concerns."—Cowper.

THERE is an outer life of the store with which the public is made familiar by daily contact, and there is an inner life of which the public has scarcely any conception, yet which deserves to be noted as indicating the higher plane to which modern merchandising is advancing.

Thus, there is the John Wanamaker Commercial Institute of which the Senior Boys' Branch, numbering 275 students, holds sessions on Monday and Friday evenings at the store after a half hour's lunch, provided without charge. The instruction covers the requirements of a business career, and there are closing exercises at the end of each term.

There is a Junior Boys' Branch, comprising three classes, each of which holds two morning sessions a week from 7.30 to 9.30.

There is a Gymnasium in which class instruction is given from 8.30 to 9 P. M. in the old church building, Fifteenth and Chestnut Streets.

There is a Girls' Branch of the Commercial Institute comprising two classes, each of which holds two morning sessions a week.

In connection with the Commercial Institute there is an orchestra of sixteen pieces.

There is a Boys' Fife and Bugle Corps of 31 pieces.

There is a well-trained Glee Club consisting of 28 voices.

There are two Cadet Military Companies of fifty members each, who drill regularly.

There are three Junior military companies, Companies A, B and C, each of which consists of sixty members.

There is a Library for the use of the employes containing 4,100 volumes, in charge of a skilled librarian.

There is a Resting Room for the employes containing chairs, couches, etc., and also a piano, where dances are a not infrequent incident of the noon rest.

There is a private room for the sick in charge of a matron.

There is a complete Fire Brigade on duty day and night and thoroughly equipped.

There is a Beneficial Association which provides for sickness or death.

There is a Junior Saving Fund with 433 depositors, organized April 27, 1897.

There is an Endowment Fund established for some years, which makes provision for the declining years of those incapacitated by long service.

The Store Annexes

"The monarch oak, the patriarch of trees,
Shoots rising up, and spreads by slow degrees."

EXPANSION compelled annexation. The store not only gets as close to the producer as it can in behalf of the consumer, but is itself a producer when it can thereby the better assure continually good service. The fifth floor of the Dunlap building on Filbert Street above Thirteenth is devoted to

CANDY MANUFACTURE.

Here "the lumps of delight," as Dickens called them, are turned out by the ton, yet with a degree of system that avoids confusion, even in the busiest seasons. The floor space of 6,000 square feet is allotted to the various departments as follows: Chocolate room, packing room, cream room, kettle room, drying room, hard candy room, starch room, crystal room, cleaning room, storage room, and ice house. In each of these departments a busy scene is constantly presented in the making of the sweetmeats.

In the ice house a temperature of 40 degrees is maintained, while in the hard candy

room, where the candy is boiled in large cauldrons a temperature of 102 is sometimes reached; yet ventilation by an improved blowing apparatus ordinarily keeps the temperature 20 to 30 degrees lower; and the employes, numbering as high as seventy-five in the busy season, move about their work with a brisk air betokening cheerfulness of spirit.

All of the materials used in the factory are absolutely pure without exception—the sugars, the flavors, etc. Nothing is too good to be used, and nothing is used that would not stand the most searching chemical test. Every nut and piece of fruit is hand-picked, which costs time and money and, as is not usually the case, all the sugar "creams" are made by hand.

Yet all the care in the preparation of ingredients would be of little avail without skill in the combination of them, knowledge of the special temperatures required for special confections, and tireless vigilance. In the crystallizing of certain candies for instance—the object of which is to give them sparkle, and at the same time to preserve them from becoming hard and unpalatable—one of the processes which have given the Wanamaker candies their repute, is exemplified in an instructive way. In crystallizing everything depends

upon the temperature of the sugar, and the care shown in this particular is but typical of that exercised in every stage of the business.

The output of the factory is not less than 2,000 pounds a day usually, while it rises to five times these figures at certain seasons.

THE SHIRT MANUFACTORY

ON the sixth floor of the Dunlap building is the Shirt Manufactory—a spacious apartment 60 feet front and 100 feet deep, well lighted and ventilated, and commanding a fine view of the city; and the cheery hum from two rows of sewing machines occupying double tables each fifty feet in length recalls not the "Song of the Shirt," but rather a song of busy thrift and contentment.

In this establishment all the custom-shirts are manufactured for the store, together with quantities of night-shirts, high grade négligé shirts, etc.; and in addition much of the linen of the store, such as tablecloths, napkins, etc., is hemmed here.

The Shirt Manufactory gives employment in all to between ninety and one hundred persons; and represents in all its conditions the opposite of the cruel sweat-shop.

All of the shirts are cut out by hand, and only muslins of standard grade and quality are employed in the business.

The factory consumes about one thousand miles of muslin a year, from which figures an idea may be formed of the magnitude of its operations, which are at all times carried on under the immediate supervision of the superintendent..

Some notable features which cannot fail to impress even the casual visitor, are the prevailing neatness, the perfect division of the labor, and the completeness of the arrangements for light, ventilation, etc., while the spacious dimensions of the apartment allow ample elbow-room for all.

THE LABORATORY



HE Laboratory for the manufacture of perfumes, extracts, etc., occupies the seventh floor of the same building, and also covers an area of 6,000 square feet. The word laboratory bears little suggestion of daintiness to the popular mind, yet that word best describes the appearance of the place, the atmosphere of which it is no poetic license to say is literally faint at times with the scents of "Araby the blest."

The base of fine perfumery is the pomade, made of grease and flowers in France, the grease being used to trap and hold in durance the volatile odors which would otherwise take flight. The first step in the manufacture is to set free the imprisoned odor, which is done by churning the pomade for days in a pomade washer with spirits.

The two being parted the next process is to get rid of the grease, which is accomplished by freezing. The result is an infusion which gives forth little suggestion of a French flower garden, and which accordingly must be "built up" with various tinctures, resins, oils, etc., to fully develop its aromatic treasures.

Not all of the rare perfumes are distilled from delicate flowers. The animal kingdom is an important contributor to the resources of the Laboratory, musk and civet being two of the most notable instances. Musk for instance is worth $400 a pound with no likelihood of being cheaper, as the musk-deer are becoming scarce in Asia; while civet, the odor that Cowper could not bear, is likewise costly:

> *"I cannot talk with civet in the room,*
> *A fine puss gentleman that's all perfume."*

The cost of certain perfumes is subject somewhat to the changes of fashion, and somewhat to the laws of supply and demand. Thus ylang-ylang has been advanced in price by the

war in the Philippines, the industry of gathering the oil from the flowers having been interrupted. Yet there is no hint of scarcity of any perfume in the impressive rows of fifty gallon tanks, filled with the most delicate scents that stretch along the walls of the Laboratory.

A curious fact in reference to perfumes not generally known, is that some of them, colognes for instance, improve with age. Another fact not well-known is that the business has its regular seasons like other trades. Thus powders are in demand in the summer and cold cream in the winter, while the extracts, violet waters, etc., are always in request.

The secrets of success in the perfumery art are accuracy in the matter of proportions, a trained perception for odors, and scrupulous care and cleanliness at every stage of the process. In connection with the last mentioned point it may be added that a complete distillation plant forms part of the Laboratory's mechanical outfit, and distils all of the water used, including that used in the machines employed for washing the bottles.

The perfumes having been bottled, and the bottles labeled—which latter process alone gives work to a corps of expert young women—the bottles are placed within closets, and layers of tissue paper are then placed over them, that every bottle may be kept without even so much as a breath of dust on it.

THE CARPET FACTORY



HE Carpet Factory occupies the top floor of the Muhr building, southwest corner of Broad and Race Streets, with a front of 83 feet and a depth on Race Street of 126 feet. The apartment is big enough for the drill-room of an armory, and as bright as numerous skylights, windows on all sides, and snow-white walls can make it, while the ventilation, as may be judged, is at all times conducive to good health and good temper. About 75 hands are employed in this department, which often has to run to its full capacity night and day to keep up with its business.

The mechanical equipment, which is unsurpassed in the whole country in its up-to-dateness and time-saving efficiency, includes some appliances that must be regarded as little short of marvelous, even for this age of invention. Think of a sewing machine, for example, that is 84 feet 1 inch long, and which will sew a carpet of that length as neatly and as free from puckers if not as expeditiously as a handkerchief is hemmed upon the ordinary sewing machine—making it most valuable in the sewing of large carpets, as for churches, halls, etc. In seven weeks this machine sewed 46,363 yards of carpet.

Again, there is a serging machine, a device for working a selvage on the raw edges of carpets, so that when sewed the stitching will not rip out. Another most useful invention is the mitering machine, which makes a perfect miter when the carpets have to be joined at angles to each other. It should be added that only the best quality of linen thread is used in all the work.

The stock rooms occupy three floors of the building, in part. Included in the stocks is an extensive assortment of rugs, each one folded separately to avoid creasing.

On the fifth floor, in addition to the rugs, etc., is an L-room 34 by 32 feet, devoted to the reupholstery of furniture.

On the first floor are the mattings, parquet flooring, and delivery departments, and the entire basement is devoted to oilcloth and matting.

THE UPHOLSTERY FACTORY

ON the fifth floor of the Muhr building is the Upholstery Factory, which gives employment to 92 hands. A conspicuous feature of this apartment is a great table on which there are twenty-seven sewing machines. Here are made all of the slip

covers and awnings, together with draperies of various sorts. An important branch of the business is the manufacture of shades, which has shown a marked development with the multiplication of sky-scraping buildings.

In this apartment much of the work is done by women, for whose comfort dressing-rooms, etc., have been provided.

All water-closets are conveniently located yet they are outside the building proper, so that in a sanitary point of view no healthier or pleasanter working-room could be conceived of.

THE FEATHER AND MATTRESS FACTORIES

THESE are located in the five-story building 1825-27-29 Market Street, 65 feet in front and running back 340 feet to Commerce Street. This factory employs in all about 200 hands.

The fifth floor is devoted to the manufacture of down quilts, and one of the mechanical novelties of this business is a machine for putting the down in the quilts, which is superior to the hand-packing process, and at the same time much more rapid.

The fourth floor is assigned to the feather cleaning, mattress making and upholstery.

The feathers are cleaned by a patented process which consists in subjecting them to dry cold air, after steaming, with the result that all moisture is eliminated, and the feathers made sweet and wholesome. All feathers, new or old, are subjected to this sanitary process.

A few statistics: 800,000 pounds of bedding were sold last year, exclusive of feathers—all turned out from these two floors. In addition over 30,000 down cushions were made, 40,000 pounds of down quilts, and 30,000 pounds of cotton quilts.

On the third floor is an extensive stock of furniture in the line of parlor suites. There is also a department for cleansing furniture. All furniture sold at the store is inspected and carefully cleansed here prior to delivery, and pains are taken to so pack it as to save it from scratching en route.

The second floor is utilized for the storage of iron bedsteads, wooden suites, sideboards and heavy furniture generally.

On the first floor the city shipping is done from Market Street; the receiving department is at the rear on Commerce Street.

The Delivery Service

"There's something in a flying horse."—Wordsworth.

THE Wanamaker Stable is located at the southwest corner of Twentieth and Wharton Streets. It is a most capacious brick structure extending the entire block southwardly to Reed Street and westwardly to Jarden Street. Here accommodations are provided for the 114 wagons and trucks required for the daily deliveries of the store which not infrequently amount to as many as 36,000 separate packages in one day. For the Philadelphia service 293 horses are required, and in addition to the city service the wagons are a familiar sight in the suburbs and at the coast resorts.

At the south end of the lower floor are the harness room, the re-tiring room, the wagon-washing room, the harness-cleaning room, the blacksmith shop, the wood-working room, the engine room, blanket-drying room, etc.

Up a broad incline carpeted with rubber is the stable proper, where the horses are comfortably installed. On this floor also is located the hospital in which sick horses are doctored back to health.

On the third floor are stored the hay, straw, oats and corn together with all the necessary machinery for cutting and mixing the feed.

Statistics of the Store

"To all facts there are laws."—Owen Meredith.

THE floor space in use in the Philadelphia store is eighteen acres. There are six acres of outside warerooms, besides. The floor space in use in the New York store is very nearly ten acres, not counting eight acres of outside warerooms.

The space used by the two stores is almost equal to a fifty-acre farm.

Last December's census showed nearly nine thousand employes in the two stores.

In the Philadelphia Store there are: Eleven steam boilers, yielding fifteen hundred horse-power.

The coal consumption averages twenty-six tons a day.

There are eight steam engines.

About one hundred miles of steam pipe are used to heat the building.

There are nine dynamos—the largest private electric light plant in the country.

There are one hundred and thirty-five electric motors, five hundred and seventy-nine arc lights and seven thousand nine hundred and twenty incandescent lamps.

There are nineteen hydraulic elevators.

There are two elevator pumps, aside from the well, tank, and fire pumps. The nominal pumping capacity is three million gallons daily.

More than twelve miles of 2¼-inch pneumatic tubing converge at the central cash desk, second floor.

The Dairy has a seating capacity of eight hundred, and the average number of persons served daily is upward of three thousand.



NEW YORK

TWO New York names justly claim the first place in the peerage of American merchants—Alexander T. Stewart and Horace B. Claflin. The latter, being American born, may fairly head the list. Both were Dry Goods men—Mr. Claflin solely in the wholesale trade and Mr. Stewart with his huge wholesale business adding that of retail. Both were enterprising, energetic and endowed with extraordinary business sagacity. To have personally known and studied each of these great merchants has been an unceasing inspiration.

Mr. Claflin's business still continues, the great mercantile leadership passed down from father to son, and the old Stewart retail business, after various vicissitudes, since Mr. Stewart's death, became a part of our organization on the 16th of October, 1896.

Had the undertaking been simply to add another store to the many splendid stores of New York we might well have hesitated. But the inducement that actuated us was to develop a favorite idea of storekeeping peculiar to ourselves and to give to New York City something different in store doing from what it has ever had, so far as we are informed.

A Peerless Building

UNQUESTIONABLY the magnificent building that Mr. Stewart had the foresight thirty years ago to erect gave us a splendid opportunity to begin with. It is believed by many who know the cities of the world that, considering the size, conveniences and arrangement of the building for light and capacity to accommodate great numbers of people safely, no other such building exists anywhere for retailing. Perhaps no other one event in the long-expected commercial revival in 1896 and 1897 in this country has excited more general interest in and out of New York than the swinging back of the closed doors of the up-town Stewart Building.

The first year's progress was difficult because an entirely new organization had to be made and perfected, and relations established with manufacturers throughout the world for the additional supplies of merchandise necessary for such a store as we intended for New York. Not for the last twenty years has it been our custom to depend for supplies upon the world's general ready-made markets. To a very large degree the goods we sell must be prepared especially for the sales of the par-

ticular store and season, and dictated by the experience and careful daily study of the real wants of the people who come to us.

Month by month improvements have been marching over the store building in its appointments and its stock, and the citizens of New York and vicinity have most generously looked on and encouraged our initial efforts. Appreciation surely creates opportunity, and our utmost endeavor is called out to be worthy of the privilege and praise offered us.

A Matter of Science



TOREKEEPING with us is not a spasm or an experiment, but a system resting upon well-defined scientific principles. At one time in the history of the Stewart business it was an institution of New York. It is our determination that it shall be much more so than ever, and the last year is believed to have far surpassed the volume of business conducted in Mr. Stewart's lifetime on these premises in his best days.

But the kind of storekeeping we believe in reaches out far beyond anything we have yet done. Our management is not infallible,

neither can all or even many of our plans realize in any one month. The best we can do to-day will not be as good as that we shall strive to do to-morrow. There are eight spacious floors loaded with the best makes of reliable merchandise selected especially for New York sales.

The magnitude of our trade when coupled with the Philadelphia business gives us an ownership of a retail stock closely approximating at all times an average of eight millions of dollars.

For the information of many who ask questions, we add—

There are 55 complete stores under each roof—all consolidated in one store.

The store is not a corporation or trust, but an enterprise of individuals.

There are no consigned stocks and no ownership outside of the firm. We lay in all the articles sold at the period of the year when they can be produced at the lowest rates and at the points where they can be procured most advantageously.

The store of each city has the personal, daily and almost continual supervision of its founder.

PARIS—AND BEYOND

THE foreign office of the John Wanamaker firm was established ten years ago at No. 5, Rue Rougemont, Paris, France, where our buyers are in constant attendance; our orders are received, goods examined, packed and shipped.

It has the personal management of Rodman Wanamaker, a member of our firm.

From Paris we do our London business, which is very large with Great Britain, and our travelers are constantly seeking goods throughout Europe.

We are well known in all countries to be cash buyers for any desirable lots of goods, no matter what the quantity is.

TRADE AND FASHION CENTERS

Our foreign offices are of the greatest advantage in furnishing us the latest news of trade movements and submitting to us the latest fabrics and fashions.

John Wanamaker

TIMES PRINTING HOUSE
PHILADELPHIA